

PROJECT / PROGRAM MANAGEMENT

Category	S10065 Project Coordinator (FLSA Non-Exempt)	S10066 Project Manager (FLSA Exempt)	S10067 Senior Project Manager (FLSA Exempt)	S10068 Program Manager (FLSA Exempt)
Primary Responsibilities	<ul style="list-style-type: none"> Coordinates small to medium-sized projects Provides assistance to project managers Coordinates projects based on repeatable standards and practices Monitors project or area progress and escalates as appropriate Works cross-functionally to prepare, distribute and communicate project status, solve problems and implement changes 	<ul style="list-style-type: none"> Manages multiple small to medium-sized projects Leads planning and/or implementation of projects Manages projects based on repeatable standards and practices where possible, but also may require defining new approaches Participates in the design and/or testing phases Facilitates the definition of project missions, goals, tasks, and resource requirements Resolves or assists in the resolution of conflicts within and between projects or functional areas Monitors project or area progress and escalates as appropriate Manages project budget and resource allocation Coordinates the definition of service levels and customer requirements 	<ul style="list-style-type: none"> Manages multiple middle to large-sized projects, including some complex projects Leads planning and/or implementation of projects Manages projects based on repeatable standards and practices where possible, but also may require defining new approaches Participates in the design and/or testing phases Facilitates the definition of project missions, goals, tasks and resource requirements Resolves or assists in the resolution of conflicts within and between projects or functional areas Develops methods to monitor project or area progress and takes corrective action Manages project budget and resource allocation Coordinates the definition of 	<ul style="list-style-type: none"> Manages overall program(s), which may include multiple sub projects Leads planning and/or implementation of programs Manages programs based on repeatable standards and practices where possible, but also may require defining new approaches Facilitates the definition of program missions, goals, tasks, and resource requirements Resolves conflicts within and between projects or functional areas Develops methods to monitor program or area progress and takes corrective action Manages program budget and resource allocation Ensures that the agreed upon service levels and customer requirements are met Works cross-functionally to

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		<ul style="list-style-type: none"> • Works cross-functionally to solve problems and implement changes • Proactively and routinely identifies, mitigates and reports project risks 	<p>service levels and customer requirements</p> <ul style="list-style-type: none"> • Works cross-functionally to solve problems and implement changes • Follows defined, agreed upon project management methodologies • Proactively and routinely identifies, mitigates and reports project risks 	<p>solve problems and implement changes</p> <ul style="list-style-type: none"> • Analyzes potential risks and future impact of decisions • Proactively and routinely identifies, mitigates and reports program risks
Knowledge	<p>General knowledge of both theoretical and practical aspects of project management</p> <p>General knowledge of the organization's methodologies and tools</p> <p>General knowledge of the organization's policies and procedures</p> <p>Familiarity with Project Management Body of Knowledge (PMBOK)</p>	<p>General working knowledge of both theoretical and practical aspects of project management</p> <p>General knowledge of the organization's methodologies and tools</p> <p>General knowledge of the organization's policies and procedures</p> <p>Proficiency with Project Management Body of Knowledge (PMBOK)</p>	<p>Considerable working knowledge of both theoretical and practical aspects of project management</p> <p>Considerable knowledge of the organization's methodologies and tools</p> <p>Considerable knowledge of the organization's policies and procedures</p> <p>Considerable knowledge of interrelationships among various internal & external organizational functions</p> <p>Proficiency with Project Management Body of Knowledge (PMBOK)</p>	<p>Thorough working knowledge of both theoretical and practical aspects of project management</p> <p>Thorough knowledge of the organization's methodologies and tools</p> <p>Thorough knowledge of the organization's policies and procedures</p> <p>Thorough knowledge of interrelationships among various internal & external organizational functions</p> <p>Mastery with Project Management Body of Knowledge (PMBOK)</p>

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Customer Service	Responds promptly to customer needs; takes a customer-centric approach to problem solving; solicits customer feedback to improve service; responds to requests for service and assistance; meets commitments; manages difficult or emotional customer situations; fosters relationships	Responds promptly to customer needs; takes a customer-centric approach to problem solving; solicits customer feedback to improve service; responds to requests for service and assistance; meets commitments; manages difficult or emotional customer situations; fosters relationships	Responds promptly to customer needs; takes a customer-centric approach to problem solving; solicits customer feedback to improve service; responds to requests for service and assistance; meets commitments; manages difficult or emotional customer situations; fosters relationships	Responds promptly to customer needs; takes a customer-centric approach to problem solving; solicits customer feedback to improve service; responds to requests for service and assistance; meets commitments; manages difficult or emotional customer situations; fosters relationships
Continuous Improvement	Identifies opportunities for use of solutions to improve efficiency and reduce waste	Identifies opportunities for use of solutions to improve efficiency and reduce waste	Identifies opportunities and implements solutions to improve efficiency and reduce waste	Identifies opportunities and implements solutions to improve efficiency and reduce waste
Collaboration	Focuses on solving conflict; maintains confidentiality; listens to others without interrupting; keeps emotions under control; remains open to others' ideas and tries new things	Focuses on solving conflict; maintains confidentiality; listens to others without interrupting; keeps emotions under control; remains open to others' ideas and tries new things	Focuses on solving conflict; maintains confidentiality; listens to others without interrupting; keeps emotions under control; remains open to others' ideas and tries new things	Focuses on solving conflict; maintains confidentiality; listens to others without interrupting; keeps emotions under control; remains open to others' ideas and tries new things
Tactical/ Strategic Thinking	Works within guidelines of established methods; obtains, clarifies and provides information within established parameters	Works within guidelines of established methods; obtains, clarifies and provides information within established parameters	Leads initiatives to develop solutions and processes to meet needs; identifies unique innovative approaches	Leads initiatives to develop solutions and processes to meet needs; identifies unique innovative approaches
Planning and Organizing	Prioritizes and plans work activities; sets goals and objectives; uses time efficiently; communicates activities and results as appropriate	Prioritizes and plans work activities; sets goals and objectives; uses time efficiently; communicates activities and results as appropriate	Prioritizes and plans work activities; sets goals and objectives; uses time efficiently; communicates activities and results as appropriate	Prioritizes and plans work activities; sets goals and objectives; uses time efficiently; communicates activities and results as appropriate
Supervision Received	Regularly provided specific instructions to complete tasks; regularly participates in reviews	Works with minimal guidance; regularly participates in reviews of assigned and completed tasks	Works with minimal guidance; regularly participates in reviews of assigned and completed tasks	Works independently; occasionally participates in reviews of assigned and

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	of assigned and completed tasks			completed tasks
Budgetary		Submits yearly budget request items; reviews and recommends equipment, resources and software	Reviews and recommends equipment, resources and software; may assist with development or preparation of department level budget; may initiate purchasing	Reviews and recommends equipment, resources and software; may assist with development or preparation of department level budget; may initiate purchasing
Management of Resources			Identifies required resources; trains, schedules and monitors resources; may participate in hiring	Identifies required resources; trains, schedules and monitors resources; may participate in hiring
Education/ Experience	1-2 years of experience in project coordination (or equivalent experience)	Bachelor's degree plus 3 or more years of experience in project coordination and management (or equivalent experience) Arizona State Project Management Certification Certified Associate in Project Management (CAPM) preferred	Bachelor's degree plus 5 or more years of experience in project coordination and management (or equivalent experience) Arizona State Project Management Certification Project Management Professional (PMP) preferred	Bachelor's degree plus 10 or more years of experience in project coordination, project management and program management (or equivalent experience) Arizona State Project Management Certification Project Management Professional (PMP) preferred

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Skills / Abilities	<p>(Common)</p> <ul style="list-style-type: none"> • Strong customer service skills • Excellent interpersonal, written and oral communication skills • Demonstrated ability to balance, prioritize and organize multiple tasks. • Demonstrated ability to work collaboratively in teams and across organizations • Demonstrated ability to synthesize feedback and adjust plans accordingly • Demonstrated ability to build strong relationships inside and outside the organization <hr/> <p>(Specific)</p> <ul style="list-style-type: none"> • Basic project coordination skills • Demonstrated ability to develop and write technical documentation 	<p>(Common)</p> <ul style="list-style-type: none"> • Strong customer service skills • Excellent interpersonal, written and oral communication skills • Demonstrated ability to balance, prioritize and organize multiple tasks. • Demonstrated ability to work collaboratively in teams and across organizations • Demonstrated ability to synthesize feedback and adjust plans accordingly • Demonstrated ability to build strong relationships inside and outside the organization <hr/> <p>(Specific)</p> <ul style="list-style-type: none"> • Proficient project management skills • Demonstrated ability to develop and write technical documentation • Demonstrated ability in 	<p>(Common)</p> <ul style="list-style-type: none"> • Strong customer service skills • Excellent interpersonal, written and oral communication skills • Demonstrated ability to balance, prioritize and organize multiple tasks. • Demonstrated ability to work collaboratively in teams and across organizations • Demonstrated ability to synthesize feedback and adjust plans accordingly • Demonstrated ability to build strong relationships inside and outside the organization <hr/> <p>(Specific)</p> <ul style="list-style-type: none"> • Advanced project management skills • Demonstrated ability to develop and write technical documentation • Demonstrated ability in 	<p>(Common)</p> <ul style="list-style-type: none"> • Strong customer service skills • Excellent interpersonal, written and oral communication skills • Demonstrated ability to balance, prioritize and organize multiple tasks. • Demonstrated ability to work collaboratively in teams and across organizations • Demonstrated ability to synthesize feedback and adjust plans accordingly • Demonstrated ability to build strong relationships inside and outside the organization <hr/> <p>(Specific)</p> <ul style="list-style-type: none"> • Advanced program management skills • Demonstrated ability to develop and write technical documentation • Demonstrated ability in

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		leading team(s) to design solutions for clients	leading team(s) to design solutions for clients	leading team(s) to design solutions for clients <ul style="list-style-type: none"> • Demonstrated ability to effectively articulate the relationship of the program(s) to other work units/programs • Demonstrated ability to have deep and broad understanding of current and anticipated needs and priorities of internal and external clients